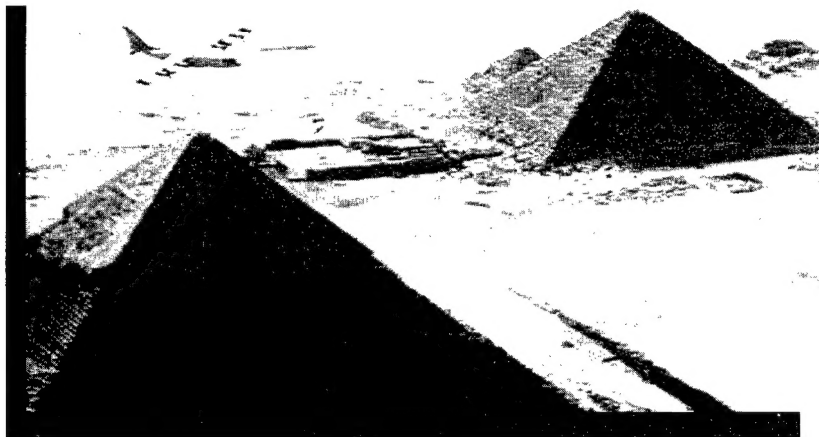


FUEL LINE

Defense Energy Support Center

Vol. 2, 2000



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FUEL LINE

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Submissions and inquiries should be addressed to:

Defense Energy Support Center
ATTN: DESC-DEB (Fuel Line Editor)
8725 John J. Kingman Road
Suite 4950
Fort Belvoir, VA 22060-6222
Send e-mail to:
cmcintyre@desc.dla.mil
The commercial telephone number is:
(703) 767-9691
DSN prefix is 427.

Jeffrey A. Jones
Director

Bill Robinson
Deputy Director

Darlene Velicki
Executive Officer

Claire McIntyre
Editor
cmcintyre@desc.dla.mil

On the cover...Rear Admiral Daniel H. Stone passes flag to DESC Director Jeffrey A. Jones; Colonel Raymond L. Rodon; U.S. Army Black Hawk helicopters.

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DESC's "Desert Tribe" supplies fuel to the warfighter within a 26-country area of responsibility, including Jordan, Pakistan, Afghanistan, Somalia, Kenya and Turkmenistan. Temperatures reach up to 130 degrees Fahrenheit, sand blows for days. Regional military operations have included Desert Shield, Desert Storm, Southern Watch and Restore Hope. Learn about the origins of this unique DESC region, its personnel, and its vital role in Exercise Bright Star.

Profile: Jeffrey A. Jones 18

DESC's new director has ideas about how DESC can best respond to the needs of its customers. Supply and demand planning, database innovations and work force mobility are some of the ways to better ensure added value to services provided. But find out how DESC even has a role in new vehicle design.

Energy Indoctrination Tour 20

What better way to learn about the fuel business than by field tripping to various customer locations? Read one DESC employee's account of the three-day Virginia adventure that includes Craney Island, the largest Defense Fuel Support Point in the continental United States; the USS MITSCHER, a guided missile destroyer; Langley Air Force Base; and a miniature glass pipeline at Fort Lee.

The Defense Technical Information Center 22

They inhabit space in basement and first floor offices at the Defense Logistics Agency Headquarters Complex at Fort Belvoir. But do DESC personnel really know much about the Defense Technical Information Center, more commonly known as "Dee-Tic"? For anyone working for, or with, the Department of Defense, there's much to know—and for good reason.

Defense Fuels Web 26

It's a new user-friendly database that offers information on every facet of fuel terminal operations. Where did it come from, how does it work, what makes it different, and what does the future hold for this "entrepreneurial" on-line system?

From the Director

I am delighted to say hello to you in my first column as DESC's new director. I am enthusiastic about being back at this important, dynamic agency and am looking forward to working with you all.

My history with the federal government goes back to 1973, when I began working for the Air Force as a supply systems analyst. I served as deputy director of Supply Operations during the Defense Fuel Supply Center years at Cameron Station before going on to the Industrial College of the Armed Forces (ICAF), then to positions with the Department of Defense and the Defense Logistics Support Command.

I am very pleased with my first impressions of DESC. In these first few weeks since becoming director, I find you to be the most innovative group of professionals in the Defense Logistics Agency. You are highly competent people willing to do whatever it takes to support our warfighters. I can't over-stress how important I consider these qualities to be in every aspect of our jobs. We are a combat support business. "Customer satisfaction" for us is more than just an often-used business term. When our customers are satisfied, it means we've given them the resources they need to train, operate, fight, and to come home safely when the mission's completed. They rely on us for the resources they need to win. We have never, and will never, let them down.

Let me share with you just a few of the things that best illustrate that high level of customer service our warfighters expect and deserve. DESC-Middle East recently played a major role in a highly visible and strategically important exercise in the Middle East. You can read about their efforts during "Bright Star 99/00" in this issue of the *Fuel Line*. Without missing a step, DESC-Middle East went on to support another multinational exercise in the area, providing bulk fuel support and

[Our customers] rely on us for the resources they need to win. We have never, and will never, let them down.

technical assistance to the U.S. Naval Central command during "Neon Falcon 00."

DESC-Europe is working with the U.S. European Command to meet the fuel needs of "Operation Atlas Response" providing relief to flood victims in Africa. This is just months after supporting the largest aircraft refueling requirements in history—Kosovo.

At the headquarters level, DESC's Alternative Fuels commodity business unit recently saved one of our customers



DESC Director
Jeffrey A. Jones

substantial energy dollars. DESC's electricity team, while researching the Naval Construction Battalion Center's utility bills at Port Hueneme, discovered the activity was unknowingly paying city taxes they should have been exempt from paying. DESC convinced the utility to "tax exempt" Port Hueneme and, due to our attention to detail, the activity received over \$302,000 in credits for taxes paid.

These are just a few examples of how DESC's "customer service" touches the lives of so many people around the world. Gary Thurber often referred to our agency as a "national asset" and a "world-class" provider of energy products and services to our customers. You have established an outstanding track record for professionalism and dedication. "No mission failures, no mission delays" in fuels and energy procurement earned you the Joint Meritorious Service Award and the respect of our customers around the world. I am proud to step into Mr. Thurber's shoes and become a part of our important team and exciting mission.★



The Lay of the Land

DESC-Los Angeles Beautifies Fuel Terminal Grounds

Defense Energy Support Center-Los Angeles is sponsoring a beautification project at its Defense Fuel Support Point (DFSP) in San Pedro, California, and garnering notable hands-on support from the local community in the process.

San Pedro Homeowners United and schools, businesses and community organizations have banded together to plant a total of 350 trees on the fuel terminal property. About 155 trees were planted along Gaffey Street, the

eastern border of the DFSP, in January and February. The remaining two phases of the project are expected to be completed by May.

Students from San Pedro High School, Rolling Hills Preparatory School and Mary Star of the Sea High School were among the volunteers.

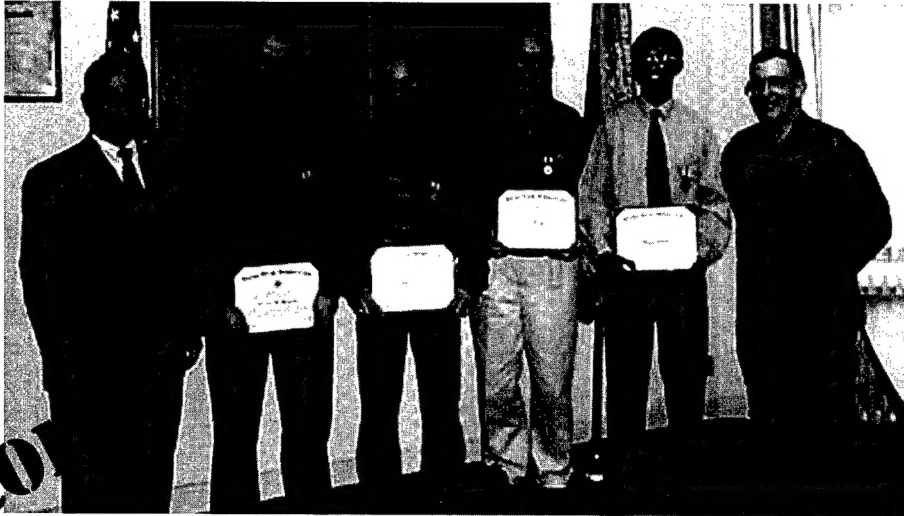
Joe Trani, environmental engineer at DESC-Los Angeles, observes that "In my career, I've never witnessed these types of

entities—the federal government, local businesses, schools, church and community groups—working together like this. . .it's great to be part of it."

Mr. Trani has another story to tell. The trees planted for the beautification project have a maximum root depth of about 30 inches. But under a DESC environmental initiative, trees with a root reach of 20 to 30 *feet* are planted for a novel purpose that goes way beyond aesthetics. **In the next edition of *Fuel Line*—phytoremediation.**

*How does the Department of Defense observe Earth Day?
See page 31.*

NEWSMAKERS...

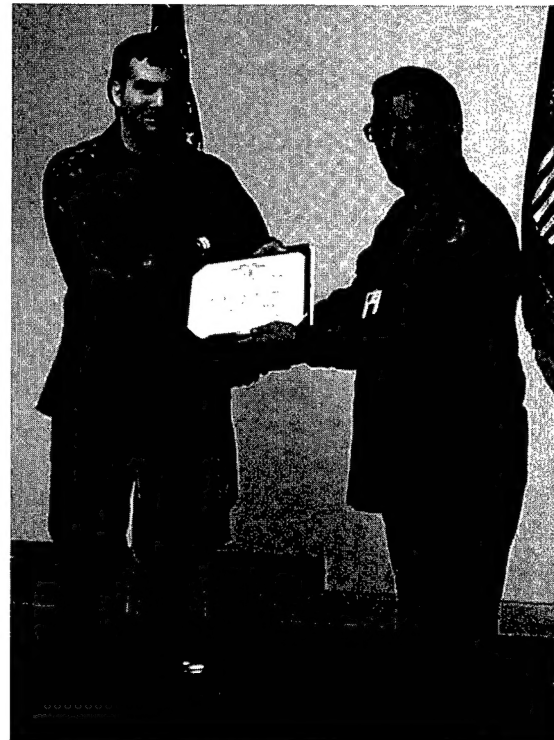


EUROPE

Four DESC-Europe employees received the Armed Forces Civilian Service Medal on February 9, 2000, for their efforts during Operation Joint Endeavor in support of U.S. and multinational forces deployed throughout Bosnia-Herzegovina, Croatia and Hungary. The medal recognizes the contributions of civilian employees who directly support military personnel during prolonged peacekeeping or humanitarian missions. Pictured, left to right: John H. Goodworth, Jr., deputy director, DESC-Europe; Gregory M. Winstead; Lloyd R. Thomas, III; Robert H. Koeller; Samuel Bekele; and Colonel Stephen P. Passero, USA, DESC-Europe commander.



DESC-Europe personnel received awards recognizing their contributions to the Combined Federal Campaign, a program through which government and military personnel contribute to a variety of charities. Pictured, left to right: Lt. Col. John P. Feiler, USAF; Capt. Jethren M. Mattus, USA; Lt. Kerry B. Heiss, USN; and Robert H. Koeller. (Not pictured: Lt. Cdr. John M. McVeigh, USN; Capt. John W. Stublar, USAF; Dawn F. Overstreet; and Capt. Jeffrey P. Dennis, USA.)



Capt. Jethren M. Mattus, USA, receives the Defense Meritorious Service Medal from Col. Stephen P. Passero, DESC-Europe commander, on February 29, 2000.

On the Move. . . DESC-Europe

Arrivals

Capt. Ferguson Johnson, USAF, from Shaw Air Force Base, South Carolina, to Wiesbaden, Germany as the new operations officer.

Lonnie Thompson from DESC's Resources division, Fort Belvoir, Virginia, to Wiesbaden as the new administration team leader.

Departures

Capt. Jethren Mattus, USA, who leaves the Army to join the civilian sector in Massachusetts.

Retirements

Herr Claus Lind, after 43 years of exceptional service with the DESC-Europe Petroleum Laboratory in Kaiserslautern, Germany. He started working with the Petroleum Lab in 1957, then known as the 993rd Quartermaster Detachment. DESC-Europe began managing lab operations in 1993.

Promotions

Capt. Dean Wilt, USA, chief of DESC-Europe operations, promoted to major January 1, 2000.

There's much more to the European offices. In the next edition of Fuel Line—the people and missions of DESC's sites in Germany, Brussels and the U.K. What is DESC-NATO? Who is Philip Anderson? What does DESC-Europe Commander Col. Stephen Passero think about his job? How

many Defense Fuel Support Points are located in England? Why are European cars so small? What kind of a wild ride does Gunther von Dungen offer visitors to the Mannheim coal yard? What are Lakenheath and Mildenhall?

Answers to come next time when Fuel Line spotlights DESC-Europe.



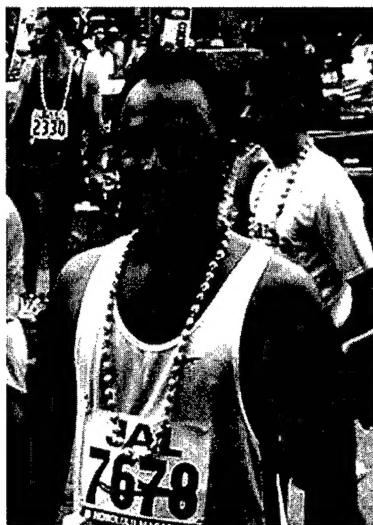
The American Arms Hotel located in Wiesbaden, Germany, headquarters for DESC-Europe.

NEWSMAKERS...



Maj. Pete Camit, USAF, commander of Defense Energy Support Center-Camp Smith, receives Meritorious Service Medal from Capt. Lynn Simon, commander of DESC-Pacific, for outstanding service while assigned as chief, Supply Analysis Branch, Logistics Performance Division, and as chief, Weapon Systems Analysis and Assessment Section, Weapon Systems Support Branch, Supply Division, Directorate of Logistics, Headquarters Air Combat Command, Langley Air Force Base, Virginia, from July 31, 1997 to August 2, 1999.

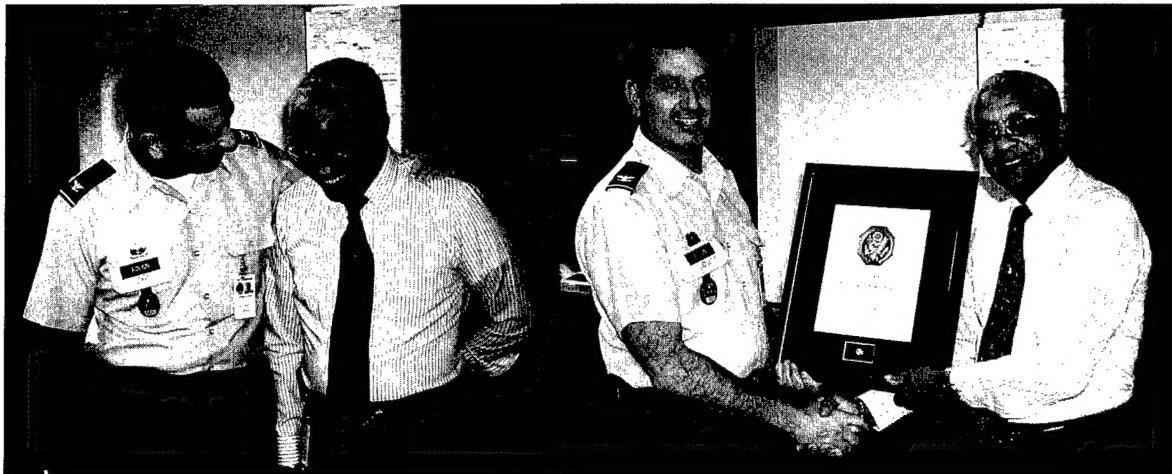
Below, Maj. Camit cools off after running in the 1999 Honolulu Marathon. Maj. Camit completed the 26-mile course in 3:48:05. Out of 21,211 competitors that crossed the finish line, Maj. Camit placed at 1,152. The course took runners past Waikiki Beach and Diamond Head and Koko Head volcanic craters. For a description of the unusual marathon course scenery, visit the marathon Web site at www.honolulumarathon.org/index.html.



An SH-60 "Seahawk" helicopter attached to Helicopter Anti-Submarine Squadron One One (HS-11) stationed on board the aircraft carrier USS John F. Kennedy (CV 67) practices a Helicopter In-Flight Refueling (HIFR) evolution from the guided missile cruiser USS Monterey (CG 61) during Competitive Training Exercises (COMPUTEX). U.S. Navy photo by Photographer's Mate 1st Class Lance Kirk.



"When you start feeling like you don't have to change, the world passes you by," said Lt. Gen. Henry T. Glisson, director of the Defense Logistics Agency, during a recent work force briefing on "DLA 21," a reorganization plan for the agency that oversees the Defense Energy Support Center. Cautioning that "if we don't continue to adapt to the environment, we won't be relevant," Lt. Gen. Glisson unveiled the agency's restructuring blueprint which can be accessed on-line at DLA's home page at www.dla.mil. The DLA director heralded the new plan as a means to promote DLA efficiency and effectiveness, declaring, "We want to know more about our customers than they know about themselves."



Lawrence "Robbie" Robinson, chief of DESC's Operations Center, receives plaque to commemorate 40 years of government service from DESC Deputy Director Col. Raymond Rodon, USA. Mr. Robinson began his first government job in 1960 in the commissary system at Cameron Station in Alexandria, Virginia, as a grocery bagger. In 1974, he became deputy commissary officer after working at positions encompassing "everything in between except meat cutter." He later entered the supply field, becoming chief of supply for the Military District of Washington's commissary division, moving subsequently to the Defense Administrative Support Center where he handled procurement, supply, warehousing and labor force functions. He joined DESC's Operations Center, a branch of the Contingency Plans and Operations division, in 1988. The best feature of his government career? "The opportunity to interact with people," says Mr. Robinson.

New DESC Director Takes Helm

Directorship of the Defense Energy Support Center officially changed hands March 16, when Gary S. Thurber "passed the flag" to new director Jeffrey A. Jones.

Rear Admiral Daniel H. Stone, commander, Defense Logistics Support Command, presided over the ceremony. He presented Mr. Thurber the Exceptional Civilian Service Award to recognize his leadership and accomplishments while heading DESC.

The citation accompanying the award reads, in part: "Under [Mr. Thurber's] leadership, the Defense Energy Support Center developed into a premier energy-support agency for all customers within the Department of Defense. Mr. Thurber ... provided crucial petroleum support to America's warfighters conducting combat operations [in Kosovo]. Also, Mr. Thurber provided key leadership in the United States' ongoing mission—as Role Specialist Nation—for the multinational forces in Bosnia."

Mr. Jones came to DESC from the Defense Logistics Support Command, where he served as



Gary S. Thurber, outgoing DESC director, left, Rear Admiral Daniel H. Stone, commander, Defense Logistics Support Command, Jeffrey A. Jones, incoming DESC director, and Sgt. 1st Class Jeffrey Trickey (foreground) during "Passing of the Colors."



Rear Admiral Daniel H. Stone, left, passes flag to Jeffrey A. Jones, symbolizing transfer of authority to new director.



Left to right: Rear Admiral Daniel H. Stone, Gary S. Thurber, Jeffrey A. Jones, and Chaplain (Col., USA) Ralph G. Benson, who delivered the ceremony's invocation.

deputy commander. Mr. Thurber was selected by Lt. Gen. Henry T. Glisson, USA, director, Defense Logistics Agency, to become DLA's executive director. In his new role, Mr. Thurber is DLA's senior advisor on agency-wide mission support issues. He also administers plans and operations, human resources, and environmental, congressional and public affairs.

The ceremony traces its origins to the beginning of American history and provides for the orderly transfer of a command's organizational responsibility. The "Passing of the Colors" is a symbolic act through which the outgoing director relinquishes authority to his superior, who, in turn, passes the authority on to the incoming director. ★



Incoming DESC Director Jeffrey A. Jones greets well-wishers in receiving line.



Jeffrey Jones presents Gary Thurber with gift.



Rear Admiral Daniel H. Stone presents Gary S. Thurber, outgoing DESC director, with Exceptional Civilian Service Award.

Black History Month Celebration at Fort Belvoir



Jerome Brown, who retired from the Marine Corps in 1994 after 23 years of service, recited his poem "A King's Dream" during Black History Month observances at the Defense Logistics Agency Headquarters Complex in February. He wrote the poem in 1968 in reaction to the assassination of Dr. Martin Luther King. "Dr. King wasn't a man of color. He was a man of all colors. He was a man of all men," noted Mr. Brown.

"We're all made up of our own experiences. But the one thing we have in common is that we're sharing this journey together in this life. . . . Honoring his [Dr. Martin Luther King's] legacy means making a difference."

*— Rear Admiral Raymond A. Archer III, Deputy Director,
Defense Logistics Agency*



Al Muntzie and the Renaissance Gospel Singers harmonically inspired listeners.



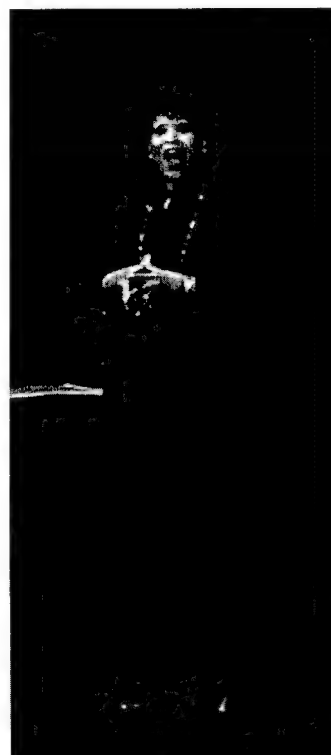
From Patricia Russell-McCloud, orator, attorney and author of A Is for Attitude: An Alphabet for Living:

"It doesn't matter what door you enter. It matters what you do once you're inside."

"Why me?" you ask? Because every 24 hours the world rotates over the person who thought they were sitting on top of it."

"Injustice anywhere is injustice everywhere."

"Brains are in."



Colonel Raymond Rodon Retires

By David Kronberger

“Physical training at 0500, especially when it’s 30 degrees and raining.”

May 31, 2000 (Col. Rodon’s official retirement date).

This was one of the things Col. Raymond L. Rodon stated he would miss about the Army during his remarks at his retirement ceremony March 31. Deciding which battle dress uniform to wear and polishing his boots were also on the list, and, “Seriously—working with what is in my estimation, the most professional, competent work force in the world.”

DESC’s deputy director concluded almost 28 years of active Army service in that ceremony. The Kent State University graduate received letters and gifts that recognized his leadership and professional performance during those years. In particular, he received the Defense Superior Service Medal from Gary S. Thurber, former DESC director and now executive director of the Defense Logistics Agency.

The prestigious military award was presented to Col. Rodon “for exceptionally superior service as Deputy Director [and Deputy Director, Operations], Defense Energy Support Center, and Assistant Executive Director, Disposal Management Group, Defense Logistics Support Command” from October 1, 1997 to

“During this period,” the citation continues, “Colonel Rodon provided outstandingly flawless leadership and direction in reshaping the Defense Energy Support Center to become recognized as a ‘national asset’ to the



DESC Director Jeffrey Jones, left, presented Colonel Raymond L. Rodon with a shadow box commemorating his military service.

Department of Defense and the nation.

“Colonel Rodon was a major player in planning and orchestrating the successful simultaneous support of over 8.4 billion gallons of petroleum products to both the Department of Defense and other federal agencies.

“The distinctive accomplishments of Colonel Rodon culminate a distinguished career in the service of his country and reflect great credit upon himself, the United States Army, and the Department of Defense.”

“I have been blessed my whole career,” Col. Rodon stated in his remarks, “with serving with outstanding individuals

from all ranks and services, civilians and contractors, from my very first assignment through my last here at DESC.

“Finally and most important: throughout my career, I have been loved and supported by my family. In the good times and not so good times, we got through it.”★

*At the National Defense Industrial Association's environmental conference,
Long Beach, California, March 2000. . .*



Sheri Goodman, deputy undersecretary of defense for environmental security, center, joins hands with Rear Admiral Daniel H. Stone, commander of the Defense Logistics Support Command, and Arthur Bonner, restoration specialist. Back row, left to right: DESC-Fort Belvoir's Joan Turrisi, Paul Rogers, Hasan Dogrul, Stuart Stovall, Bill Middleton, Clarence Wilson (San Pedro fuel terminal superintendent) and Joe Trani (DESC-Los Angeles). See page 31 for Ms. Goodman's views on DoD's environmental compliance performance.

Regional employees hone automation skills. . .



Because most of DESC's regions do not have personnel dedicated to Automated Data Processing functions, employees of various designations take on the responsibility to keep their sites' computer technology operations up and running. During February, DESC's Information Systems division sponsored a week-long training symposium at Fort Belvoir for the relevant regional personnel, offering training on a variety of subjects including new software.

Pictured left to right, Donna Doyle, St. Louis; Corinne Reichenthal, DESC-Information Systems and conference facilitator; Capt. William "Chip" Smith, Middle East; Donna Reese, Fort Dix; Kate Straub-Jones, London; Ronnie Brock, Livorno; Gabriela Kourlas, Miesau; Dave Jackson, Houston; Wayne Holland, Weisbaden; Debbie Hartung, Los Angeles; Brian Adkins, Korea; Scheryl Forsythe-Bolling, Livorno; Glenda Weed, Alaska; Lillian Martinez, DESC-Information Systems; Reneé Thompson, Fort Dix; and Jennifer Bertone, Los Angeles.

Defense Energy Support Center- Middle East

The Desert Tribe That 'Makes It Happen'

Part 1 of 2

*Source: Defense Energy Support
Center-Middle East*

Although there are no officially recognized U.S. military installations in the Middle East, there is by no means any shortage of U.S. military activity. This has made it vital for the Defense Energy Support Center to maintain one of its four strategically positioned energy regional commands in this area of the world. In order to provide responsive and comprehensive bulk petroleum logistics support to the warfighter in the Middle East and affiliated countries, the DESC-Middle East regional command is located on the "tip of the spear" at the U.S. Naval Support Activity-Southwest Asia in Juffair, Bahrain.

DESC-Middle East is responsible for the U.S. Central Command's area of responsibility—a land of extremes where temperatures can reach 130 degrees Fahrenheit, exceeding 150 degrees with the heat index, and winds can blow sand for days. Although resourced with fewer personnel than other DESC region commands, DESC-Middle East's area of responsibility stretches from Jordan in the northwest to Pakistan and Afghanistan in the east to Yemen in the south. In Africa, it includes all countries bordering the Red Sea to Somalia and Kenya. The countries

of Turkmenistan, Uzbekistan, Kazakhstan, Kyrgyzstan and Tajikistan were added to the region in 1998. There are 26 countries in all, and each has unique entry requirements.

east of the Suez in 1970-71 led to the independence of the smaller Gulf states and prompted the U.S. to focus its attention in the Middle East on Iran and Saudi Arabia. The Defense Fuel Quality Assurance Office under Defense Fuel Region Europe existed



DESC-Middle East personnel, left to right: Quincy Bragasin; SKC Najee Dorsey, USN; Capt. William Smith, USAF; Capt. Charles Demery, USA; Sue Skjonsby; Ron Bell; and Lt. Col. Marshall J. Jones, USA. Not pictured: Rich Chabot.

DESC-Middle East's Evolution/History

Shortly after the discovery of oil in the Middle East in Bahrain, the Navy Petroleum Products Middle East office was established in Awali. The office provided a tremendous amount of petroleum support for U.S. military forces located in this region and involved in the Vietnam Conflict of the 1960s and early '70s. The British withdrawal from areas

from 1972 to 1984. The office was re-designated a Defense Fuel Region in 1984 to parallel its mission with the establishment of the U.S. Central Command (USCENTCOM). USCENTCOM replaced the previously established Rapid Deployment Joint Task Force.

In 1998, the Defense Fuel Supply Center changed its name to the Defense Energy Support Center as

DESC'S DESERT TRIBE. . .

it assumed a more comprehensive worldwide Department of Defense energy mission to include a wider variety of energy functions and responsibilities. Consequently, the Defense Fuel Region Middle East followed suit by becoming the Defense Energy Support Center-Middle East, as it is known today. DESC-Middle East has continued to perform its vital mission in direct support of USCENTCOM for nearly three decades while weathering several reorganizations and name changes.

DESC-Middle East has been in the middle of intensive ongoing military operations for over 10 years. Among them have been Operations Desert Shield and Desert Storm from 1990 to 1991. During the Gulf War, DESC-Middle East was directly involved in fuel issues totaling more than 45 million barrels. Immediately following Desert Storm, Operation Southern Watch began. This ongoing operation enforces the United Nations sanctions against Iraq including the no-fly zones in Southern Iraq and the Arabian Gulf.

DESC-Middle East has also supported numerous humanitarian assistance operations in Somalia (Operation Restore Hope) and other various locations in Africa. In recent years, DESC-Middle East was heavily involved in Operations Vigilant Sentinel, Desert Thunder I & II, Desert Fox, and Desert Spring as a maritime intercept operation. DESC-Middle East also provides vital logistical support to major maritime, expeditionary, Joint Chiefs of Staff, and coalition exercises such as Neon Falcon, Bright Star, Lucky Sentinel, etc., on a regular basis.

For its work in the region, DESC-Middle East has been awarded several Joint Meritorious Unit Awards as well as the Armed Forces

Expeditionary Medal for sustained operational support. The results are always the same—"commendable petroleum logistics support!" At DESC-Middle East, customer service is not a department—it's an attitude!

DESC-Middle East Today

Defense Energy Support Center-Middle East proudly boasts its two-fold mission:

1. Provide the best and most cost-effective bulk petroleum support to U.S. Forces and Coalition Forces (when directed) operating within USCENTCOM's area of responsibility.
2. Maintain a robust petroleum support capability for USCENTCOM through the use of strategically dispersed bulk petroleum storage and a variety of fuel support arrangements and measures.

Lt. Col. Marshall J. Jones, a United States Army Quartermaster (logistics) officer, commands the DESC-Middle East energy region. During peacetime operations, the command is authorized 10 personnel, which consists of a U.S. Air Force O-4 deputy commander, three O-3 logistics officers (U.S. Army, Navy and Air Force); two civilian quality specialists, each experienced in petroleum quality assurance (quality aspects of fuel at the procurement or refinery site) and surveillance (the quality aspects of fuel products after receipt and storage by the U.S. government). Finally, a civilian supply manager, Navy SKC (storekeeper chief) and civilian secretary satisfy the daily internal administrative and logistical requirements of the command.

Although the personnel manning at DESC-Middle East is relatively small in comparison to that of a typical U.S. Army "troop" battalion, by no means are the duties and responsibilities of the regional commander of any lesser challenge. The regional command is very dynamic and vital to the overall mission success of USCENTCOM.

Each DESC-Middle East petroleum logistics officer (PLO)/quality surveillance representative (QSR) is assigned countries and/or geographical areas for which the individual is directly responsible for providing comprehensive fuel support to the warfighter. Additionally, the individual must be able to function independently away from the regional headquarters through direct interface with his host nation and commercial industry points of contact while maintaining a comprehensive working knowledge of the warfighter (USCENTCOM's) requirements. The officer must also know the limiting factors and/or capabilities of the commercial/host nation contractor or provider.

The quality surveillance representatives enjoy the title of "petroleum logistics officer" because much of their work is staffing and arranging petroleum support for deployed forces of U.S. Central Command. On a typical day, PLOs assigned to DESC-Middle East are working on ways to obtain or improve existing fuel support for special missions or exercises. They collect and analyze port or refinery data to assist USCENTCOM war planners, process numerous visa applications required for country entry, travel to Defense Fuel Support Points (DFSPs) to discharge vessels, monitor test reports and perform duties as property administrators by

continued on page 25➔

DESC-Middle East Supports Exercise Bright Star

Source: Defense Energy Support Center-Middle East

As part of Bright Star 99/00, an exercise that trained military forces in desert environment operations, Defense Energy Support Center-Middle East recently concluded 14 months of preparation and execution to provide U.S. Central Command (USCENTCOM) warfighters with more than four million gallons of bulk petroleum.

DESC had a three-part Bright Star mission: First, to negotiate and plan for supplying petroleum to U.S. Forces for the exercise; to ensure error-free and on-time delivery of fuel; and making sure invoices for all product used were accurate and properly submitted to the Defense Finance and Accounting Service (DFAS) for payment. For this third phase, DESC-Middle East's efforts after the exercise were almost as critical as supplying the fuel to the operating forces. Previous exercises saw numerous illegible invoices later deemed erroneous. Consequently, the U.S. government was charged for unaccounted fuel.

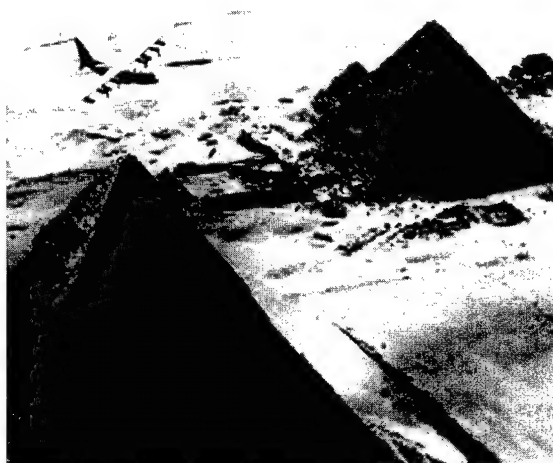
Navy Lt. Charles Colbert, DESC-Middle East petroleum logistics officer and quality surveillance representative, served as bulk petroleum commodity manager for the exercise. Lt. Colbert's frequent trips to the area during and after the exercise included meetings with Egyptian and U.S. Embassy officials to ensure accurate and promptly submitted invoices.

For Lt. Colbert, the biggest

challenge of the exercise lay in "establishing working relationships with the many USCENTCOM staff personnel, the Egyptian military and U.S. operating units—an awesome and rewarding experience. The opportunity to work side-by-side with my Egyptian counterparts was truly astronomical."

Since Operation Southern Watch began in 1991, America's presence in the Middle East makes Exercise Bright Star one of the U.S. military's most high-profile exercises. Secretary of Defense William S. Cohen toured the Middle East during the exercise, stating that "We are training for the purpose of maintaining readiness, interoperability and to prepare for any future contingency." He also observed that "The fact that we have so many different countries that are now training together and exercising together with the United States remains a key factor and can be a stabilizing aspect in itself."

Eleven nations (and more than 50,000 troops) participated in the exercise—Egypt, the U.S., the United Arab Emirates, France, the United Kingdom, Germany, Kuwait, the Netherlands, Italy, Greece and Jordan. In providing fuel for the exercise, DESC represented the U.S. government; the National Projects



U.S. Marine Corps KC-130 refueler flies over the Great Pyramids of Giza, Egypt during Bright Star exercise. U.S. Air Force photo by Staff Sgt. Jim Varhegyi.

and Services Organization represented the Egyptian government.

Making sure the combat troops identified what they needed—then getting that fuel back to them—required continuous coordination and cooperation up and down the chain of command. The process by which the soldiers requested product and when the product delivery was made was very complex. Once the USCENTCOM Joint Petroleum Office approved the end users' requirements, DESC-Middle East ensured that Egypt's National Projects and Services Organization met the requirement and accurately processed the invoices. Getting the required fuel back down the supply chain—and properly accounting for it—was equally complex.

The Egyptian Air Force acquired commercial grade Jet A-1 from its refinery in Alexandria, transported



U.S. Army UH-60L Black Hawk helicopters lift off at Cairo West Air Base, Egypt, during Exercise Bright Star. U.S. Air Force photo by Staff Sgt. Jim Varhegyi.

it via pipeline to Borg El Arab Air Base in the north, blended the necessary additives and produced JP-8 for the U.S. military ground forces at Mubarek Military City. In the south, the Jet A-1 was transported to the Meneshi Depot (south of Cairo), pipelined to Cairo West Air Base (CWAB) and converted into JP-8 for the USAF. Additionally, the Egyptian Army provided low-sulfur diesel and Octane 80 motor gasoline to the U.S. in Cairo and at several remote field locations.

DESC-Middle East personnel did more than monitor the flow of requisitions one way and the flow of fuel the other. Troubleshooting and investigating required their attention as well. For example, Lt. Colbert, DESC-Middle East Commander Lt. Col. Marshall J. Jones, USA, and USCENTCOM Joint Petroleum Office officers traveled to Cairo to resolve low levels of static dissipator additive in the Egyptian-produced JP-8 and to ship additional additive to Cairo West Air Base.

Another challenge to DESC-Middle East personnel lay in the differences between Western and Eastern cultures. Face-to-face conversations, tea drinking, pleasantries and handshakes or warm embraces when conducting business often replaced facsimile

machines, phone conferences, e-mails and deadlines. As one Egyptian Air Force officer observed, "Westerners prefer to conduct business and develop friendships after, while Middle Easterners develop warm friendships first and conduct business based on the type of relationship established."

The U.S. Air Force at Cairo West Air Base was DESC's biggest Bright Star customer for JP-8 jet fuel, with total consumption exceeding 2 million gallons. The U.S. Army, situated in the north at Mubarek Military City, was DESC's second-largest consumer of JP-8. Overall, the U.S. military consumed approximately 4.2 million gallons of bulk petroleum products during Bright Star 99/00, totaling approximately \$4 million.

Lt. Col. Jones notes that "The thing I consider most important from DESC-Middle East's Bright Star involvement is the training value gained from an exercise that closely mirrored the DESC region's role in a real-world crisis. In that crisis, getting fuel to the combat troops means setting up, managing and troubleshooting a complex organization involving several nations and a multi-service chain of command."

The military's operative word for that level of readiness is "interoperability." Secretary Cohen defined interoperability as understanding how your allies operate—their tactics and techniques, their behavior under stress, the way they plan. "It's essential to deter aggression from wherever it might come," he said.

Fourteen months of intensive planning, coordination and communication paid off in a successful Bright Star 99/00. The Defense Energy Support Center, by joining forces with USCENTCOM, the Defense Logistics Agency Contingency Support Team, the Egyptian Ministry of Defense, Egypt's National Projects and Services Organization, the Egyptian Army and Air Force, and the American Embassy in Cairo, Egypt, not to mention a host of other nations, kept the mission on target: "Fueling the Forces!"★

Bright Star 99/00 At a Glance

- The newly formed U.S. Central Command assumed responsibility for conducting the Bright Star exercises beginning in 1983. Egypt and the U.S. became part of Bright Star in 1985. In 1996, the United Arab Emirates, France, the United Kingdom and Germany began participating. Kuwait became the seventh participating nation in 1998. Bright Star 99/00 added forces from the Netherlands, Italy, Greece and Jordan for a total of 11 nations and more than 50,000 troops.
- Planning for the 99/00 exercise took more than a year and involved coordinating with the

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PROFILE . . .

Jeffrey A. Jones Director, Defense Energy Support Center

[Before assuming his current post as director of the Defense Energy Support Center in March 2000, Jeffrey A. Jones served as deputy commander of the Defense Logistics Support Command since 1997. His background includes supply management and international logistics with the U.S. Air Force, the Defense Logistics Agency (including DESC's predecessor, the Defense Fuel Supply Center) and the Office of the Secretary of Defense.]

He entered his new post several weeks ago. But in a recent 24-hour period, Jeff Jones formally assumed the directorship of the Defense Energy Support Center, succeeding Gary S. Thurber, through a ceremony conducted by Rear Admiral Daniel H. Stone. Shortly thereafter, he met with DESC's commanders gathered at Fort Belvoir from around the world and conducted his first Town Hall meeting to introduce himself to the DESC work force.

While he is undoubtedly pleased with his new role, he asks, can the agency anticipate, and is it currently equipped to deal with, the future?

Mr. Jones observes, for example, that DESC has not been involved enough in contingency planning with the CINCs (Commanders in Chief). "We are great at responding. When the whistle blows, we are there. But our warfighters aren't taking full advantage of our expertise," he says. "We, in turn, can benefit from better understanding what they're thinking about. We've been coping by establishing a significant knowledge base of industrial assets we can turn to in a crisis, but we should think about how we can better plan our response to contingencies, to meet our customers' needs."

Anticipating customer requirements necessitates another of Mr. Jones' key concentrations—communication. DESC can prepare for events that have not yet unfolded only if communication between all relevant parties is good. Know the customer. Know the supplier. And don't forget the processes in between. "As we outsource more work, we become less visible. We need to build relationships with the right people,



Jeffrey A. Jones

to stay close to the customer. The unpredictability of our business environment is increasing and the only bridge that you have across uncertainty is a good map—that is, good communication."

Take for instance, engine manufacturers. A new vehicle design may be limited by a certain kind of fuel. So DESC should be there to so advise during the developmental stage, to play a role in the acquisition process. "As you fly higher and faster, the demands on fuel to remove heat from aircraft puts more stress on the fuel and requires different chemical characteristics. We might not be able to get the product in enough quantity. We don't want to end up with designs that we can't support," he observes.

"We've had some problems already with some of the unmanned aircraft because they're using aviation gasoline, which we got out of supplying for years because it was difficult to handle, flammable. Now

we're back in the business because the designers of that particular set of systems appear not to have asked whether there was an alternative that was better or if there was a logistics supportability problem. It's not our job to tell the designers what they can and cannot do. But it's certainly our job to tell the acquisition people about the *impact* of what they're doing."

On the supply side, he recommends "collaborative capacity planning" between customers and their suppliers. Better coordination with refiners will reduce storage requirements. "Most retail businesses are very good at supply and demand planning. We need to look at our business process to improve our skills in that area. As in other business models, the petroleum model also tries to minimize inventory."

Which leads to the topic of technology. "We have a lot of innovation in our CBUs [commodity business units] with regard to Web-based and stand-alone database applications," says Mr. Jones. "There are a lot of exciting developments taking place. The challenge lies in making the most of what our employees develop, to capture the value of the innovations and institutionalize them, make them mainstream and supportable as part of our information systems architecture."

Regarding the Fuels Automated System, he predicts some information will be available on-line by this summer. "We've got to make sure that data quality and integration problems are resolved," he cautions. "But we're no longer struggling to make a financial system manage our inventory and distribution processes. We now have the software and the

business model. We got where we are via a rocky road, but I'm not going to go back and pick up stones from that road. It's gone by."

On the issue of privatization, contracting out the management and operation of installation facilities, Mr. Jones describes the matter as a business decision, a choice made by considering all factors in a given scenario. In one example, he compares the decision to buy groceries and spending the time and effort to prepare a meal to the alternative of buying a meal, already prepared. While privatization is more complex, the key question is

Jeff Jones On the Record. . .

"Our mission is changing. The petroleum mission appears *relatively* stable, but the installation energy support area is growing and requires a great deal of information gathering and continual dealing with customers and suppliers."

"Even Bulk POL [Petroleum, Oil and Lubricants] management, however, can't stand still. People need to understand that you can't rest on your laurels any longer. We may have done great things in Bosnia, in Croatia, in Albania and other places, but next year it'll be 'what have you done for me lately?'"

"We provide fuel but, equally important, we provide information about fuel."

"Prevention is still better than the cure."

"make or buy." Does DESC perform a given function in-house or does it

look elsewhere for a better product or service?

"Whatever the decision, we at DESC need to constantly add value, for example, by supporting contingency operations everywhere in the world in ways that are better than other possible solutions," notes Mr. Jones. "You have to ask yourself, what is your core competency? The Marine Corps turned over most item management and distribution to DLA [the Defense Logistics Agency] because that was not a core competence of the Marine Corps. They will not, however, outsource dominant land maneuver from the sea. Honda, similarly, will not outsource the design and manufacture of engines." He is neither a proponent nor opponent, expressing objection only to outsourcing for the sake of outsourcing, that is, without benefits to the business, and thus to the customer.

In discussing his ideas for DESC's further forward movement, Mr. Jones emphasizes the people doing the work day in and day out, whatever the technology, the need to equip the work force with professional development, mobility and the potential for advancement. He thinks about providing employees with interning stints at private industry, about how to provide opportunities for employees who return to the United States after several years working overseas.

"Everybody appears to be doing an outstanding job," observes Mr. Jones. "We owe them the leadership to make them as productive as they can be, to take away the barriers and allow them to use their capabilities in an optimum way and flourish.

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Energy Indoctrination Tour— Meet, Greet and Sore Feet

DESC Employees Take to the Field to Learn Fuel Business

*By Pamela Spillman,
Comptroller's Office, Defense
Logistics Agency*

It was cold, windy and rainy. But that did not dampen the enthusiasm of a group of 24 students intent on learning about the fuel business "in action." The students, participating in the Defense Energy Support Center's Energy Indoctrination Trip, were mostly from different areas within DESC, with one traveler from DLA HQ [Defense Logistics Agency Headquarters], and another from TRANSCOM [Transportation Command] in St. Louis. Traveling via a comfortable tour bus and in the very capable hands of subject matter experts Bob Jarvis and Brian Kinard of Petroleum Management Consultants, we were able to visit a representative sample of DESC's major customers over the period of March 21-23, 2000.

First stop was the BP/Amoco Refinery in Yorktown, Virginia. This is the only operating refinery in Virginia, and we were hosted to a tour and presentation of the refinery's history and capabilities. It was perfect timing since this 60,000-barrel per day refinery recently successfully competed for a DESC bulk fuel contract and will be providing marine diesel fuel (F-76) to DESC for the next year. This was the right place to start our tour. We started out learning where petroleum products are made and then spent the next two days learning about the logistics and distribution of getting these products to our military

customers and what they will do with them.

Next, we proceeded to Langley Air Force Base—very appropriate since the Air Force is DESC's largest customer. Langley is home to the 1st Fighter Wing, whose mission is to maintain combat capability for rapid global deployment to conduct air superiority operations. According to our Langley fact sheet, the 1st Fighter Wing was the first Air Force unit to establish air superiority over the skies of Saudi Arabia during Operation Desert Shield. During Operations Desert Shield and Desert Storm, the Wing's two deployed squadrons flew more than 6,200 sorties for a total of nearly 25,000 air hours.

The aircraft at Langley use JP-8. They are also a test base for using JP-8+100, which is JP-8 combined with an additive that increases thermal stability by 100 degrees. The aircraft can hold 1,500 gallons of fuel and are refueled primarily using mobile fuel trucks. We saw a JP-8+100 fuel truck being refueled and talked to the people who schedule the refuelings and test the

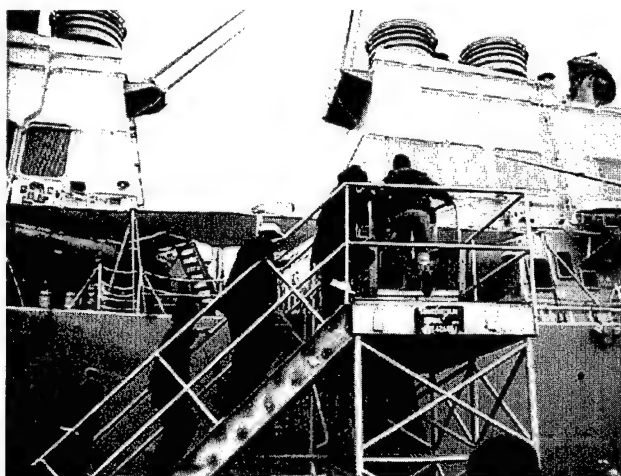


USS MITSCHER at Norfolk Naval Base

product. They use the base-level Fuels Automated System (FAS) and we were pleased to learn that the system received favorable comments.

Fuel personnel were also very appreciative of the monies available from DESC for maintenance, repair, environmental and Military Construction projects. Prior to DESC taking financial responsibility for these projects, fuel infrastructure at many military service locations often took a backseat to operations when competing for scarce appropriated funding.

The second day was Navy Day, where we toured the coal facility at the Naval Amphibious Base in Little Creek, Virginia; the fuel depot at Craney Island in Portsmouth, Virginia; the USS MITSCHER (DDG 57); and the Naval Base Steam Plant in Norfolk, Virginia.



The coal facility at Little Creek receives cargoes of coal purchased off DESC contracts. The coal is delivered by rail car up to several times monthly and used in the boiler plant to make steam for the base and any ships pierside. After perching over a below-ground container, the rail car's base opens and the coal drops in. An escalator then moves the coal across the coal yard into the boiler plant in order to maintain steam production for 24 hours a day, seven days a week.

Craney Island is the largest Defense Fuel Supply Point in the continental United States and routinely delivers fuel and lubricants to more than 300 Department of Defense activities along the East Coast. Its infrastructure consists of approximately 2 million barrels of storage capacity, seven fuel barges, more than 100 miles of pipeline, two commercial pipeline spurs, three deep-water fuel piers, and pierside fueling capabilities aboard Naval Station Norfolk. After a recent A-76 study, Craney Island is now a contracted-out function, or a government-owned, contractor-operated (GOCO) facility.

The USS *MITSCHER* is a guided missile destroyer that, according to the ship brochure, can defeat hostile surface ships, submarines, and aircraft

simultaneously, while delivering long-range offensive land attacks. The Operations Center was impressive with its overall darkroom lighting, yet brightly lit computer screens for radar and sonar tracking, and huge colorful wall maps for

land target tracking. It was interesting to note that the USS *MITSCHER* can launch a Tomahawk missile from a distance of more than 1,000 miles to hit precisely on a target the size of a stop sign. The destroyer uses F-76 for propulsion and non-propulsion energy generation. Surprisingly, the gas turbines for this ship are really jet engines. USS *MITSCHER* can re-fuel at sea through a process called an Underway Replenishment (UNREP), which uses fuel lines pulled across from (generally) a Navy oiler steaming alongside.

The Naval Base Steam Plant in Norfolk produces steam from its boiler facilities to send to Navy ships

docked at piers in Norfolk. This facility is very unique in that the managers can "switch" their fuel source, depending on which is most economical. They can purchase natural gas from their local utility or the DESC program. They can also use fuel oil purchased from DESC or reclaimed fuel oil from the Navy. Talk about the ultimate buyers' market! This outfit is very proactive in trying to get the most for their customer dollar and DESC is happy to be part of the solution.

Although it is difficult for a Navy spouse to say, I have to admit the highlight of our trip, however, was the visit to Fort Lee, Virginia. The pride, extensive knowledge, and enthusiasm of our Army hosts were evident. I was impressed by the glass POL [Petroleum, Oil and Lubricants] pipeline, which is a miniature simulator of the real thing, complete with terminals and pumping stations. I was surprised to learn that different types of fuel can be moved in the same pipeline simultaneously and will generally not mix together. This was demonstrated using water that was tinted different colors to simulate JP-8 jet fuel and F-76 diesel fuel.

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The Treasures of the Defense Technical Information Center

If Knowledge Is Power, a Defense Agency Offers the Way

By Claire McIntyre

If you work for the Department of Defense, a private company that does business with the Department of Defense, or any federal agency working on defense-related matters, then you should know about a mother lode of reference material resting at your disposal.

The Defense Technical Information Center (DTIC), located at the Defense Logistics Agency Headquarters Complex at Fort Belvoir, Virginia, exists to collect and disseminate technical reports that pertain, in any way, to the defense of the nation. Its mission makes for a stockpile of information that's as practically useful as it is voluminous. But some elements of its mission, particularly ensuring the confidentiality of some of the agency's material, may have inadvertently obscured its availability as a service agency.

In other words, DTIC may operate largely behind doors that literally read "WARNING—Restricted Area," but the security measures serve only to protect the relatively small percentage of stored material that falls under the "classified" designation. In fact, most of DTIC's resources are very accessible.

To best understand DTIC's mission and the kind of information

it makes available (including aeronautics, nuclear science, missile technology, space technology, chemistry, energy, computer sciences, biology, environmental pollution and control, physics, and behavioral and social sciences), requires a look at its origins. How did DTIC come to be?

Origins

DTIC's origins date back to World War II when the need for a U.S. clearinghouse of technical information became clear—the Germans had gained a foothold technologically with the development of guided missiles and jet engines. When German scientists hid the documentation for their technical advances, scientists and engineers from the U.S. and its allies went behind enemy lines to search and retrieve the material. Although DTIC's original mission was to collect information on German aeronautics, the mission expanded to all aeronautics and continued to expand to technical information related to defense.

As the war in Europe drew to a close in 1944, the U.S. was pressed to retrieve German scientific documents so that the technology might be used in battling the Japanese in the Pacific. Despite the Germans' attempts to hide their research, the U.S. recovered 1,750

tons of documentation worth millions of dollars. The documentation revealed such developments as design of jet fighters, guided missiles, a jet ejection seat, and a bomber with a flying speed of more than 500 mph.

Later, developments like the Cold War, the launch of the Russians' Sputnik satellite in 1957, Germany's Berlin Wall erected in 1961, and the Cuban missile crisis in 1962 all drove home the critical nature of technology and the imperative to stay on top in the world arena.

As technology changed over the years, so did DTIC's methods of cataloging and disseminating its technical information. In the early years, index cards were copied onto clear sheets and combined into a digest. Reports were stored on microfilm as well as paper. Before photocopying machines were invented, the copying process was cumbersome and slow. In 1964, microfiche replaced microfilm. The first computers used by DTIC in the early 1960s were UNIVAC. To illustrate computer changes over the years, in 1979, an IBM computer with one megabyte of memory was room-size and cost more than \$300,000. In 1989, an IBM personal computer with the same amount of memory cost \$3,000 and could fit on top of a desk.

Today

Which brings us to the present—the year 2000 and cyberspace, virtual reality and the Internet. How does DTIC operate today? On the cutting edge.

Visit DTIC's Web page at www.dtic.mil to get an idea of the scope of their treasures, but be forewarned—the site is so exhaustive as to be daunting. But, like any research vehicle, there is help available for those navigating through technical waters. And DTIC personnel are geared toward customer service. You needn't know much about computers to tap their resources. They even offer special workshops on how to use their on-line services (contact Marie O'Mara, Internet instructor, at 703-767-8221, to learn how to search and navigate DTIC's listings).

"DTIC is very aware of and puts a strong emphasis on the need to reach out to customers," says Maureen Malone of DTIC's marketing department. "We make every effort to overcome any roadblock our customers might run into when trying to access information."

Tim McCleerey, manager of DTIC's customer service HELPDESK, observes that "you save research time and money by accessing R&D documents and eliminating unnecessary duplicative efforts. And when you do that, when you deposit information in a central point, you save taxpayers money."

Despite the advent of the Internet, DTIC still makes its reports available in paper and microfiche as well as over 30,000 full text documents on-line. And for those who think the Internet represents an

"end-all" method of information retrieval and dissemination, think twice. The topic opens up a floodgate of comments from DTIC representatives.

The Internet and Beyond

"Too many people have overconfidence in the Internet," observes Paul Ryan, DTIC's deputy administrator. "You have to keep a constant vigil of the benefits and the limitations of the Internet. How does an individual sitting in front of a PC know that the information is valid, accurate and up-to-date? That's the challenge of the future."

He adds that "DTIC should be seen and recognized as a reliable source for information because the information we disseminate has gone through a screening process to test its validity. For the uninitiated, the Internet has pitfalls; it contains a lot of transitory and stale information."

While he concedes that the World Wide Web represents a "fundamental change in human communications," Kurt Molholm, DTIC's administrator, sees the Internet as just one stop on an ever-flowing continuum of communication tools. We are, he suggests, incapable of understanding all the dimensions of communication not yet revealed.

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The Defense Technical Information Center (Dee-Tic) Points of Interest

- ◆ As a central repository for Department of Defense information, the Defense Technical Information Center offers a host of technical reports that have been carefully screened for accuracy.
- ◆ About 50 percent of DTIC's users are from the private sector. Governmental agencies and the military make up the balance.
- ◆ Most of DTIC's material is unclassified. About half of the documents are unclassified with limited distribution. About 7 percent are designated as classified.
- ◆ As the "Webmaster for DoD," DTIC has created numerous DoD Internet sites, including DefenseLink (www.defenselink.mil).
- ◆ Regarding storage of information, microfiche is the only known substance that will not disintegrate.
- ◆ DTIC's ECAB (Electronic Current Awareness Bibliographies) service provides users with an automatic e-mail notification of newly available reports.
- ◆ Registration forms can be downloaded from the DTIC Web site; federal employees can register by phone at 703-767-8273. While registration is free, nominal fees are often charged for reports.
- ◆ DTIC's cache of documents and resources is exhaustive. Visit the DTIC Web site at www.dtic.mil. Call 1-800-225-3842 for customer support. If you're researching defense-related topics, DTIC may very well have the information you require, saving you needless expenditures of time and effort.

"There's a belief that the paper and print medium is dead, but we're decades away from paperlessness," he says. "We [DTIC] deliver content, not electrons," he states, as if drawing a highlighter pen through DTIC's origins in 1945, past card catalogues, mimeograph machines, room-size mainframe computers, straight through to 2000 and DTIC's present activities in cyberspace—an unbroken mission line running steady as the vehicles of information delivery morph into new shapes. Not as big a deal as you might think, this electronic avenue, when you consider the unknowns that lie ahead.

"My personal challenge is to get authors to think differently about how they record their work, to use multimedia to open up more ways of communication," adds Mr. Molholm. "You can use words and symbols to represent Tchaikovsky's 5th symphony, but without the melodic line, the sound of the music, you can't get the real impact. An explosion can be described in words, but it's a very visual event. You need to see the results."

How much progress has been made in this direction? He points to DoD's *DefenseLink*, a Web site designed and maintained by DTIC, that features audio and video clips. Instead of reading a transcript of the Secretary of Defense's weekly press briefings, you can listen to recordings on-line.

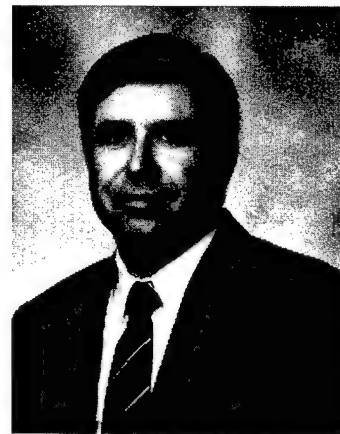
Since cavemen began drawing pictures on cave walls, he observes, the idea that "something I have may be of interest of others," has activated the process of recording thoughts and experiences for posterity. But since thoughts recorded electronically lack

permanence, another big challenge for Mr. Molholm is determining how to preserve electronic information.

Deciding what to keep has not so far been very complicated, at least for DTIC—they keep everything, and with good reason. First, validity testing ensures a high level of accuracy in their stored material. Second, it seems that the fruits of some scientific research may not yield usefulness until many years later.

During the 1973-74 Arab oil embargo, for example, gasoline shortages in the U.S. spurred interest in discovering alternative ways to keep the nation fueled, specifically, through synthetic fuels. Thirty years earlier, German scientists had conducted leading research in synthetic fuels, studies which became part of the DTIC collection. Twenty percent of the requests coming into DTIC pertain to research conducted more than 10 years earlier.

A host of other challenges arising from electronic media present themselves to DTIC and its mission. Ever-present tension between privacy/security concerns and open exchange of research findings will not likely be resolved any time soon, if at all. "One of the things we are very careful to protect is the owner of the information and their intent as to the distribution," notes Mr. Ryan. "We don't want them to wonder if the wrong people will get it. If we break the trust, the information will stop flowing to us."



Paul Ryan, DTIC deputy administrator

And while hackers, a purely computer-generated phenomenon, have given DTIC a run for its money, constant surveillance has served the agency well in the face of repeated attacks.



Kurt Molholm, DTIC administrator

As for how far technology has progressed, Mr. Molholm reflects on how, except for teleportation, or "beaming" capabilities, most of the science fiction technology in the 1960's "Star Trek" television series has become a reality. Then again, he concedes, experiments have been conducted involving anti-matter...

DTIC might even have a technical report on it.★

Bright Star. . .
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four U.S. military services as well as military units from 10 other countries.

- A 1994 Memorandum of Agreement (MOA) between the U.S. and Egyptian governments spelled out how each would conduct Bright Star operations. The agreement was later modified in 1999 to increase the efficiency of the acquisition process, including DESC's acquisition of JP-8 directly from the Egyptians. Previously, DESC acquired Jet A-1 from the Egyptian Air Force and injected additive into the fuel to produce JP-8. Also, the international prices that DESC originally paid were adjusted from the MOA to account for the drop in fuel prices since 1994, serving as a cost-saving measure for the U.S. government.

- Egypt's National Projects and Services Organization prepared all their invoices for payment of fuel delivered under the Bright Star exercise. Total fuel provided was 4,188,000 gallons at a cost of \$3.9 million. DESC-Middle East ensured that the U.S. government was appropriately charged for fuel by the proper Egyptian authorities by conducting periodic meetings with the sole intent of fuel invoice verification and reconciliation prior to submittal to the Defense Finance Accounting System in Columbus, Ohio, for disbursement. ★

Middle East. . .
continued from page 15

conducting inventories/inspections, and assist contractors in getting paid for the many services they perform.

Another important function of the PLO is to escort visiting officials. Their presence can open doors not normally opened to visitors. The PLOs establish a relationship built on trust with regional contractors, which is vital for doing business in the Middle East.

DESC-Middle East carries out a robust and hands-on quality surveillance plan under the supervision of the quality manager. All DFSPs in the Middle East are contractor-owned and contractor-operated facilities (COCOs), making the Middle East the only region *totally* dependent on contractors. ★

***In the next edition of Fuel Line—
Part 2—DESC-Middle East's
Sources and Methods of Petroleum
Supply***

Jones. . .
continued from page 19

People make this system run. People make it happen. . . and computers keep track of it," he says smiling.

For all of his suggestions for improvement, Mr. Jones notes that there is nothing revolutionary in his plans for the present/future. No transition occurs, he says, without a certain amount of adjustment. He maintains that his ideas about refining DESC's operations involve fairly proven ideas about how business responds to changes in the larger world.

"I think it's important for people to be thinking about the next problem that hasn't cropped up," concludes Mr. Jones. "Although you can't always anticipate what that problem is, if you come up with a good coping strategy, then you're probably going to be able to deal with it when it happens." ★

DoD Fraud Hotline Alert

To report instances of fraud, waste, abuse, or mismanagement in Defense Logistics Agency/Department of Defense programs and operations, contact one of the following:

- Visit the DLA Complaint Program Web site: www.complaints.hq.dla.mil.
- Call the DLA Complaint Program at 1-800-411-9127 or Defense Switched Network (DSN) 427-5447.
- Write to: Chief, Referral Review Team (CAASR), Defense Logistics Agency, 8725 John J. Kingman Road, Suite 2533, Fort Belvoir, VA 22060-6100.
- Visit the DoD Defense Hotline Web site: www.dodig.osd.mil/hotline.
- Call the DoD Defense Hotline Program at 1-800-424-9098.
- Write to: Defense Hotline, The Pentagon, Washington, DC 20301-1900.
- Visit the DoD Defense Hotline by e-mail: hotline@dodig.osd.mil.

Fuel Terminal Database Offers Easy Access, Input

Defense Fuels Web Provides Real Time Data Via Internet

By Claire McIntyre

How can the Defense Energy Support Center maintain accurate information on fuel terminal operations when it owns and/or manages more than 600 Defense Fuel Support Points located throughout the world?

By creating a database, accessed through the Internet, whereby terminal employees input information on fuel distribution and storage, terminal equipment, repairs, oil spills and inventory, in fact, anything relevant to the operation and capabilities of the site.

Development of the new system, which began in 1998 and continues to be refined and expanded, is a joint effort between DESC and the Space and Naval Warfare Systems Center (SPAWARS) Charleston. About 10 percent of DESC's terminals now have some amount of information entered into the database, called the Defense Fuels Web.

"This is a true dynamic interactive system which gives the work force the tools to exchange information quickly," says program manager Dilip Patel of the engineering plans and services division of DESC's Facilities and Distribution Management commodity business unit. "We're on the leading edge of employing this technology for DESC."

Based on a user-friendly approach to data input and retrieval, the Defense Fuels Web displays a map outline of DESC's regions, allowing the user to click on a geographic location to retrieve information about specific fuel terminals. Clicking on "DESC-Americas," for example, then takes the user to a map of the United States, where users can select a specific U.S. terminal location. Likewise, a user can click on "DESC-Europe," "DESC-Pacific," or "DESC-Middle East," and select relevant terminal locations worldwide.

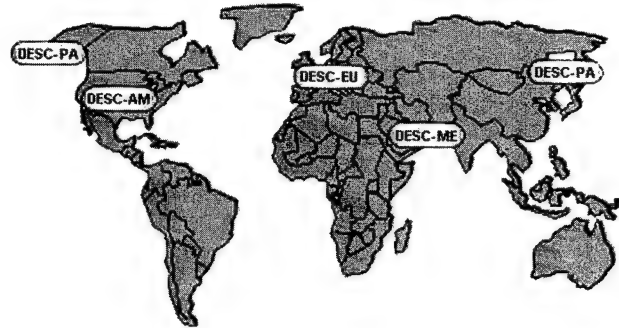
The database for terminal sites provides a comprehensive assortment of data including an overview, method of storage, how fuel is received and from where, how fuel is distributed and to what locations, number and capacity of tanks, type of fuel, description of structures and equipment (including truck racks, pipelines and fuel trucks), and personnel names, telephone numbers and e-mail addresses. Other information includes a listing of all current projects (i.e., recoat underground storage tanks, calibrate fuel meters, replace valves, repair asphalt, install fuel filter separator, rewrite fuel operations manual). In addition, the

database provides 1884 reports, spill reports and equipment maintenance schedules.

Access to the collective information is restricted to DESC's region commanders, commodity business unit directors, program managers or others who demonstrate a need for the complete range of data. Individual terminals have access only to their own site information.

DESC Director Jeffrey Jones calls the Defense Fuels Web a "tremendous innovation that shows what people can do when provided with the tools and latitude. It makes my job so much easier. I'm proud of the people I represent."

California's Naval Air Station LeMoore has completed the detailed process of entering terminal data into the database, complete with pictures and maps of the facility. David Cotta, NAS LeMoore's facility manager, finds the system easy to use and "invaluable," especially now that the sometimes time-consuming process of collecting historical data is over. "It's a very user-friendly system," he reports. "The people from





DESC general engineers Dilip Patel, left, and Tyrone Hall of the Defense Fuels Web project.

SPAWARS were of great assistance, walking me through the set-up. It's going to be a real asset to the management community." Mr. Cotta estimates that most DFSPs will need about two months to gather and input data into the system.

"It provides for a more open way of communicating with the DFSPs—the terminals can see exactly what information is being used to make decisions and, thus, why decisions are made by managers at DESC-Fort Belvoir," observes Mr. Patel.

With more than 30 years experience with DESC in the information technology field, Roger Winters, product manager for energy commodity systems at the Defense Logistics Service Center's System Integration Office, oversees programming for DESC's electronic fuel transaction systems. He uses terms like "very impressive" and "ingenious" to describe the Defense Fuels Web, observing that Mr. Patel "did an excellent job of development. [The system] should have lots of potential uses throughout DESC."

As the SPAWARS project manager for the Defense Fuels Web, Ralph Shealy has been involved in the system's design, modification and

administration since its conceptualization 18 months ago. He states that the benefits of extending information access to all segments of DESC and the military services fuel community via the Web are substantial. "This system is an important asset in information

the Internet used to be a static, read-only method of conveying information, he points out, now it can be used to input and validate information that is instantly available to all other users. "Any authorized user, anywhere in the world with access to the Internet can interact with the Defense Fuels Web," he says.

John Bartenhagen, director of DESC's Facilities and Distribution Management commodity business unit, says the Defense Fuels Web is "blazing trails for us. I'm very proud of it." But the work is just beginning, he says, as DESC tackles the question of how, or if, to integrate the system into the larger picture of fuel inventory management and financial transactions, elements of the Fuels Automated System. "Loose tendrils need to be pulled together,"



SPAWARS Defense Fuels Web team. Left to right, sitting: Rich Pyra, Bert Gierhart, and Pam Copeland. Standing: Ralph Shealy, Billy Collins, and Ryan Hauck. Not pictured: Greg Monahan.

technology," he explains, "because of its accessibility, ease of use, and instantaneous update capabilities. If you provide real time, two-way information flow via the Web in a secure environment, you can enable more of your customers. That's true empowerment," he observes. While

he notes. Will the Defense Fuels Web and its facilities management data be pulled back into the larger FAS, into a common database? Or will it stand alone, possibly even drawing predecessor systems under its sway?

continued on page 28 ➔

Too soon to tell, says Mr. Bartenhagen.

A larger question looms: Against the backdrop of unwieldy technical information systems running wild in bureaucracies attempting to unravel programming conundrums, will the small, independent entrepreneur revolutionize how DoD positions itself in the electronic transfer of vital statistics? Stay tuned. ★

1884 on the Web

As per a DoD directive (DoD 4140.25M, Vol. II, paragraph K), all Defense Fuel Support Points must submit weekly 1884 reports, which provide data on inventory, distribution and storage of bulk fuel. The information contained in these reports may now be submitted to DESC through the Defense Fuels Web. With planning initiated in October 1999, training on use of the system is scheduled for DESC's regions throughout the spring of 2000. One obvious advantage besides the convenience of Internet-based electronic filing—accuracy. The system will not allow reports to be submitted with mathematical errors or incorrect dates and product codes. Some of the information (i.e., tankage data in Section 3) can be pulled from existing information on the Defense Fuels Web, thus reducing input time.

Another report, DD-1391, required by DoD directive may also be submitted through the Defense Fuels Web. DD-1391 reports on fuel facilities' upgrade and maintenance projects on an as-needed basis. In addition, the MILCON DD-1391 report will collect information on all Military Construction projects at DESC. Like the 1884 report data, the DD-1391 reports will not be accepted by the system if any discrepancies exist.

The Defense Fuels Web— *Types of Data Provided on Defense Fuel Support Points*

Site Overview

- Site Description
- Geographic Map
- Site Layout
- Photos

Administrative

- Site Operational Information
- Trouble Reports
- Site Personnel

Facilities

- Structures
- Piers
- Truck Racks
- Service Stations
- Railheads
- Tanks
- Tank Construction

Equipment

- System Automation
- System Hardware
- Automatic Tank Gauging
- High Level Switches
- Tank Leak Detection
- Valves
- Pumps
- Pump Motors
- Pump Controls
- Flow Meters
- Hydrants
- Dispensers
- Press Indicators
- Transformers
- Injectors
- Temp Elements
- Filters

Quality

- Surveillance
- Product Quality Information System

Transportation

- Transportation Pipelines
- Barges
- Fuel Trucks
- Facility Piping
- Pipeline Tenders

Maintenance

- Equipment Status
- Work Orders
- Task Orders

Projects

- MRE Project Status
- RB Database
- Funds Request
- DD-1391
- MILCON DD-1391
- MILCON Project Status

Inventory

- Inventory Management Plan Input
- Inventory Management Plan Reports
- 1884 Input
- 1884 Reports
- Tank Inventory Upload
- Tank Inventory Report
- Transaction Upload
- Transaction Report

Environmental

- Spill Reports
- Documentation Information
- Permit Information
- Permit Parameters
- Permit Violations

Commercial

- Airport, Seaport, Refinery, Pipeline, Vessel Information

*Energy Indoctrination Trip. . .
continued from page 21*

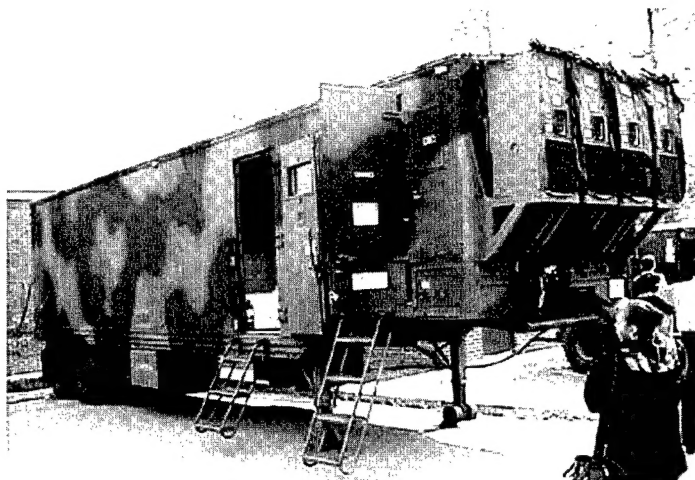
It was also interesting to note that they now have portable pipeline systems (the Inland Petroleum Distribution System (IPDS)) that can be transported to the battlefield and assembled on location. These above-ground pipelines can reach distances of 200 miles or more and can be disassembled and used again. The Army is responsible for the inland distribution of petroleum for all military services in a theater of operations and, therefore, continuously trains and prepares for fuel logistics for various war/contingency operations of the future.

One upcoming change in strategy for Force XXI [the Army's conceptual approach to the battlefield of the 21st century] is that the Army will no longer be able to pre-position huge volumes of fuel assets that must be moved from one location to another in a battle. Instead, the Army is trying to employ "just in time" strategies that place the right amount of fuel to the right location at the right time, that can leapfrog locations and not have so much time and effort spent in setting up the fuel terminals. FAS is very pertinent to this effort because it will do a much more accurate job of evaluating remaining fuel levels in fuel tanks and can therefore be more accurate in estimating requirements.

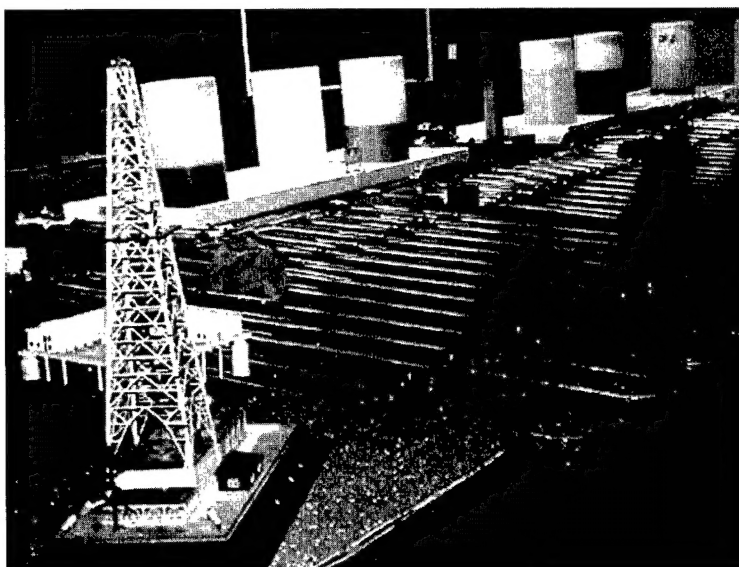
I appreciated the opportunity to see these customers and processes first hand. I would recommend this course to anyone in the DESC fuel and energy business—whether you work in facilities, budget or contracts, whether you are a secretary or an executive. We can never know enough about this complex business, and increasing our knowledge base makes our jobs easier and more interesting, and support to our customers even better.★



Energy Indoctrination Trip participants listen to presentation at coal facility, Naval Amphibious Base, Little Creek, Virginia.



*Fort Lee, Virginia—Above: Mobile Fuel Testing Lab.
Below: Miniature glass pipeline.*



From the Defense Supply Center Richmond...

Customer Services Expand

As the primary Defense Logistics Agency Inventory Control Point (ICP) for air and aviation weapon systems, the Defense Supply Center Richmond (DSCR) strives to keep abreast of commercial business practices to provide leading edge service to its customers. A combination of Web technology, automated telephone systems and traditional communication mediums provide a variety of customer service avenues tailored to the capabilities of military units in the field.

Customer Account Tracking System (WebCATS)

The Web-based Customer Account Tracking System (WebCATS), developed and managed by DSCR, has gained tremendous popularity since its initial fielding in 1998. WebCATS is an automated logistics tool which offers the most current information available on a variety of supply information such as requisition status, shipping information, stock on hand, latest contract shipments, and weapon systems data.

Customers with Internet access can use WebCATS to view the same information our inventory managers, buyers, and weapon systems support personnel use every day. This reduces the amount of time required to obtain this information from other sources. For our customers with

Internet capability, WebCATS is the recommended tool for accessing DLA logistics information.

WebCATS can be accessed through the World Wide Web via the DSCR home page at www.dscr.dla.mil. WebCATS is listed as a frequently visited site on the main page, and also as an option under "Customer Information." For security reasons, a password is required; instructions are included on the WebCATS homepage.

Once inside the application, several data views are available—weapon system, National Stock Number (NSN), and requisition number. Data from S9G (DSCR Richmond), S9I (DSCP Philadelphia), and S9C/S9E (DSCC Columbus) are conveniently consolidated into single point and click queries. Logistics information is also available for N32/N35 (Naval Inventory Control Point).

Users no longer need to access individual ICP systems to obtain the latest status. Navigation through the screens is user-friendly, and a user's manual is available on-line. A link to our IT Help Desk is also available for customers experiencing technical difficulties.

Enhancements are implemented on a continuing basis to meet ever-changing customer needs. Your comments are welcomed and should

be submitted via e-mail to our systems administrator at tfisher@dscr.dla.mil.

Customer Call Center

Obviously, there are times when automated means of information and services delivery do not fit your immediate needs. Communicating with Supply Center personnel and getting results on daily supply needs has never been easier. Our Customer Call Center stands ready to serve, offering assistance on a wide variety of logistics issues such as submission of requisitions, expediting urgent requirements, shipment status, stock availability, and NSN information. The Customer Call Center can be reached at DSN 695-4865, commercial: (804) 279-4865, or toll free: 1-877-DLA-CALL. Please press zero at the DESEX prompt to reach an agent.

At Defense Supply Center Richmond, we continuously seek methods to improve customer service to military and civilian personnel worldwide by keeping abreast of emerging technology and benchmarking business practices in the customer service community. We encourage customer feedback and suggestions to improve support. Customer feedback can be submitted through the DSCR homepage, the Call Center, and surveys.

For additional information, contact H.E. Rowland of DSCR at 1-800-345-6333 or hrowland@dscr.dla.mil. ★

DoD Marks Earth Day's 30th Anniversary

American Forces Press Service

WASHINGTON— Recycling events, awareness festivals, base cleanups and other activities are slated throughout the military to mark the 30th anniversary of Earth Day April 22.

"DoD, like the rest of America, has gained great awareness and respect for the environment in the last 30 years," said Sherri Goodman, deputy undersecretary of defense for environmental security. The department "can be quite proud that as the largest industrial organization in the world, it recognizes the value and importance of environmental stewardship and is doing its share to make this a better place for all Americans," she said.

"I'm very proud that the men and women in our military have really made a great contribution to our environmental stewardship," she remarked during an interview with American Forces Information Service here April 12. "By every measure of environmental performance, we in the Department of Defense are doing a good job, and we want to keep up that good work."

Since 1993, Goodman reported, DoD has reduced hazardous waste by 50 percent, toxic chemical releases by 65 percent and pesticide use by 32 percent. The department has completed cleanup at 60 percent of the department's active installations and formerly used defense sites. DoD also has reduced new notices of violations by 77 percent and increased solid waste recycling by 50 percent.

Goodman said she hopes DoD will continue to perform its military

mission and meet readiness requirements, "and at the same time, be good stewards of the land, air and water that are a vital part of our nation and part of the reason we have a military to protect us."

Whether they're stationed at home or overseas, service members can help protect the environment every day, Goodman noted.

"Every day is Earth Day," she said. She urged service members to participate in environmental events whenever there's an opportunity. America's service members can also serve as valuable role models and share their expertise with people in other countries, she said.

"We've had the benefit of environmental awareness for 30 years since the first Earth Day," she said. "Many other countries are only in the last decade becoming aware of the serious environmental challenges that they face."

On May 1, DoD is slated to open the first federal fuel station to provide alternative fuel. Located at the Navy Exchange, the "Quarters K" station next to the Pentagon will offer compressed natural gas known as "CNG," and "E-85," a blend of 85 percent ethanol and 15 percent gasoline.

"It will be one of the first fueling stations of its type in this area and it will service all federal vehicles," Goodman said. "So this is our contribution to cleaner fuels, to promote a better planet and cleaner environment."

The two alternative fuels significantly reduce air emissions

and pollution as compared to gasoline, she noted. "These fuels are now more widely available, and by making them available at this fueling station, we'll be able to use more vehicles that run on compressed natural gas and on ethanol."

The Energy Policy Act of 1992 and a separate executive order require federal agencies to acquire alternative fuel vehicles to help reduce the nation's dependence on foreign sources of petroleum and reduce air emissions, Goodman said.

"In the last year, DoD acquired almost 3,000 alternative-fueled vehicles," she said. "Today, we have about 10,000 alternative-fuel vehicles DoD-wide."

A lack of refueling infrastructure has been a major obstacle to meeting federal goals, DoD officials said. E-85, for example, has not been available in the Washington D.C. area for several years.

Federal agencies are encouraged to use commercial refueling stations to the extent practicable. Where commercial stations are unavailable, federal officials try to partner with commercial providers and other federal agencies to make alternative fuel available.

In this case, DoD officials worked with the Marine Corps, Washington Headquarters Services, the Washington Gas Company, and the Navy Exchange Service to provide the CNG. On the ethanol side, the Department of Energy, the National Corn Growers Association and the Maryland Grain Producers Utilization Board provided resources.★